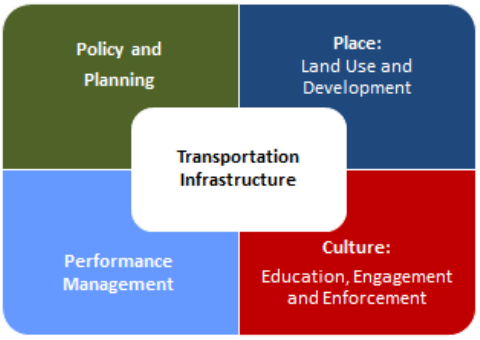
Executive Summary

The City of Sugar Land has successfully planned and developed its existing infrastructure to support the multiple demands and continued growth of the community. The planning efforts reflect a careful balancing of residential, commercial, and public needs. In 2009, the Sugar Land City Council adopted the "Vision 2025" which outlined the eleven basic principles and actions that needed to take place for the City to achieve its long range goals. Principle G – Superior Mobility was identified as important goal for the City and eight objectives for achieving Superior Mobility were identified. The Superior Mobility objectives focused on a variety of modes of transportation including enhanced traffic operations and roadway connections for automobiles and improved infrastructure and expansion of service for other transportation modes such as transit, bicycles and pedestrian movements. The vision for a multimodal transportation system is also reflected in the City's Comprehensive Plan.

The vision provided the framework for creating Superior Mobility in Sugar Land and the next step in realizing the vision was to develop a Comprehensive Mobility Plan that identified specific improvements and programs for implementation. This Comprehensive Mobility Plan provides a detailed, balanced, and prioritized plan to address mobility issues and plan for the future growth and development in the City of Sugar Land. The Plan was developed through a multi-disciplined study approach that included the expertise of City staff, technical and planning support of a consultant study team, coordination with a Mobility Advisory Committee and the input from elected officials and the general public. The combined efforts of the consultant study team and all City participants resulted in the development of the mobility goals, strategies, initiatives that will guide the City in implementing transportation improvements and achieving Superior Mobility.

Defining Mobility

The development of the Comprehensive Mobility Plan is based on an understanding of what mobility is to Sugar Land residents and what factors affect overall mobility in the region. While mobility was frequently viewed by stakeholders as "the ability to travel from Point A to Point B with the minimum possible frustration," a more comprehensive definition was developed through the study. This included a combination of factors that together create an environment of improved access to desired destinations. The mobility factors include:

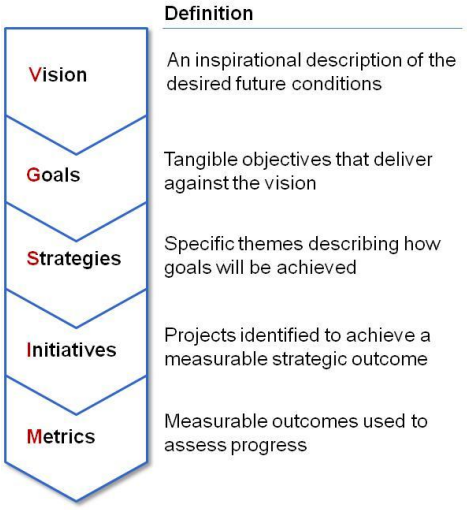


- transportation infrastructure
- land use and development
- policy and planning
- culture; mindsets, education, and engagement
- performance management

It is the relationship between these factors that will impact how successful Sugar Land is in providing a high level of mobility.

The Comprehensive Mobility Plan Approach

The study approach included the implementation of the "VG-SIM" planning model to assist in developing the Comprehensive Mobility Model. VG-SIM, which stands for Vision, Goals, Strategies, Initiatives and Metrics, is a proven strategic planning technique that tailors the study to develop a plan with outcomes that support the City vision and translates into an effective implementation and program management approach.



Comprehensive Mobility Plan Process

The process for developing the Comprehensive Mobility Plan included the following phases:

- Existing Conditions Assessment and Development of Mobility Goals
- Gap Analysis and Strategies and Initiatives Development
- Implementation Plan and Management Approach

These three phases aligned with the planning approach of the VG-SIM model and provided the appropriate level of review and analysis to effectively develop an implementation plan for the City to execute within the areas of traffic and transportation, transit, rail, pedestrian/bicycle and land use planning.

Public Involvement

Public involvement played a significant role throughout the study process. During each phase of the study, public meetings and workshops were conducted. Public involvement was an iterative process in which input and feedback were solicited, reviewed, refined and incorporated into the planning effort and presented to the public to review at the next phase of development. Multiple forms of public involvement and outreach were used in order solicit input from various sources and to reach as many interested residents as possible. The Mobility Advisory Committee (MAC), composed of 15 Sugar Land residents and community leaders representing various interests in the community plus one ad hoc member, was established to provide input, support and oversight to the study team through the study process. Public involvement activities for the study included:

- Stakeholder interviews with City Council members, the Mayor, City Manager, City staff, the Parks and Recreation Advisory Board, the Planning and Zoning Commission and Fort Bend County Commissioners (Phase 1)
- Mobility Advisory Committee Meetings (All Phases – 5 meetings)
- Information and updates by Comprehensive Mobility Plan interactive website www.sugarlandmobility.com (All Phases)
- On-line mobility survey (Phase 1)
- Workshops with City staff, the Planning and Zoning Commission and City Council (Phases 2 and 3, with the exception of staff during Phase 2)
- Public Meetings (All Phases)

The public involvement activities in Phase 1 were particularly critical in affirming the vision for Superior Mobility and developing the mobility goals. The workshops, MAC meetings and public meetings conducted in Phases 2 and 3 were important in developing strategies and initiatives for achieving the mobility goals that reflect Sugar Land's desires and priorities and ensuring that the resultant Comprehensive Mobility Implementation and Financial Plan provides a roadmap for success.

Reaffirming the Vision and Developing the Goals

Analysis of existing conditions relative to the transportation systems and the development patterns in Sugar Land illustrate that the City's efforts to provide mobility have been focused on the automobile. The transportation system and services in Sugar Land do include other modes of transportation, but most residents depend upon their car to reach their destination; this dependency is reflected in the current land use development patterns. The following paragraphs provided a summary of existing conditions relative to the transportation system and land use development patterns in Sugar Land.

Existing Conditions

Roadway Infrastructure – The regional roadways and City arterials typically operate with minimal delays, except during the morning and afternoon peak hours at several bottleneck locations. The reasons that the City finds itself in a "sweet spot" regarding roadway conditions include continued improvements and expansion of the roadway network aligned with continued regional growth.

Transit and Commuter Services – Although Sugar Land residents do have alternatives to driving alone in their automobile for their work trip, the alternatives are limited and most residents are not aware that alternatives exist.

Freight Rail - The City of Sugar Land has two major Class I rail lines either within the City Limits or its ETJ: the Union Pacific (UP) Glidden line located parallel to US 90A and the Burlington Northern Santa Fe (BNSF) line located adjacent to FM 2759. These freight rail lines provide economic benefits to the City as the rail access attracts businesses, however, they also present mobility challenges.

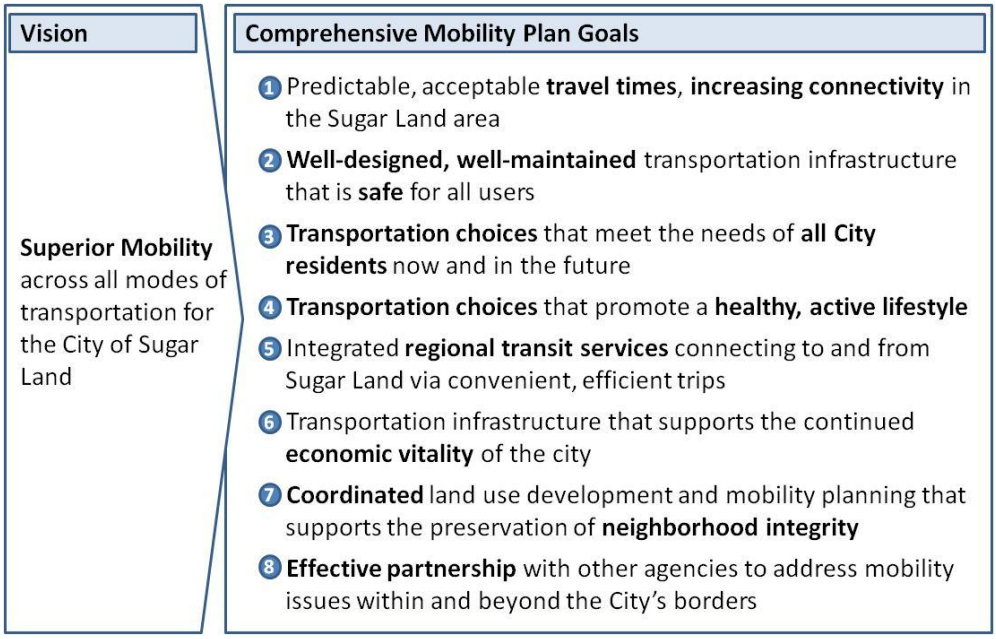
Bicycle and Pedestrian Facilities - The City of Sugar Land has an adopted pedestrian and bicycle plan—*Creating Connections, 2007 Hike and Bike Trails Master Plan for Sugar Land* (Halff Associates, Inc., December 18, 2007). The City has begun implementing the Plan; however, there are currently limited connections to destinations.

Land Use and Development – The development of Sugar Land to date has been oriented primarily around automobile access. The City is distinguished by its single-family, master planned communities with cul-de-saced streets that provide minimal connections between neighborhoods, and between neighborhoods and destinations though mixed-use projects such as Town Square and Lake Pointe reflect changing attitudes.

With respect to nonresidential land uses, until the construction of Town Square, the City's retail development was characterized by the enclosed First Colony Mall and typical strip retail centers along the major arterials that provide large surface parking lots and easy automobile access. The City has many Class A office buildings and is the corporate home of businesses such as Minute Maid, Schlumberger and Fluor, providing local and regional employment opportunities.

Setting the Goals for Superior Mobility

Sugar Land's vision for Superior Mobility was affirmed through the public involvement process. The assessment of existing conditions and the input received throughout the public involvement process led to the development of the following goals to achieve Superior Mobility.



Developing Strategies and Initiatives

Analyses of demographic and development trends and projections, the objectives of the residents and community leaders of the City, as well as H-GAC's regional travel demand model, were critical in confirming the mobility goals and evaluating the alignment of trends and projections with the aspired conditions in Sugar Land. The analyses of existing/future conditions compared to desired conditions led to the identification of gaps that need to be addressed, if Superior Mobility is to be achieved.

Demographic and Development Trends and Projections

While the growth of the Sugar Land slowed between 2000 and 2010 compared to the previous three decades, based on absolute numbers, the City had the fifth largest increase in population between 2000 and 2010 of the 20 largest cities in the Houston-Sugar Land-Baytown Metropolitan Statistical Area, (*The Economy at a Glance Houston*, Greater Houston Partnership, Volume 20, Number 3, March 2011). Looking forward to the next 10 years, the City estimates that in 2020 the population of Sugar Land will be 91,500, with an additional 85,000 residents in the ETJ by 2020 (November 2005 Comprehensive Plan Update).

Demographic Trends – Household income and median home prices continue to increase. Median continues to increase as well. The price of housing in Sugar Land is likely one reason why the median age has increased—many young people are priced out of the housing market.

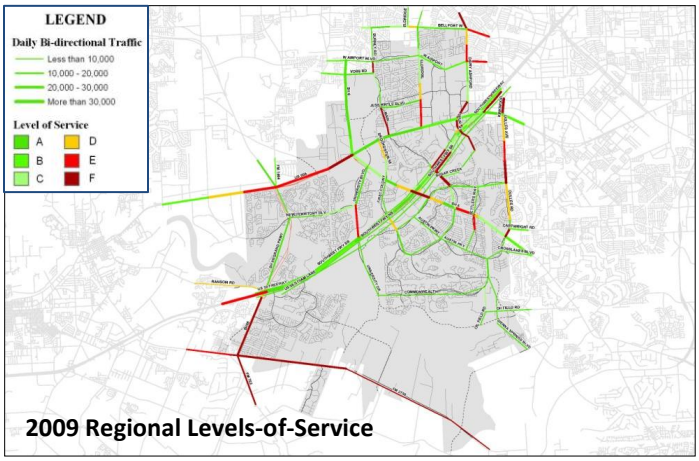
Development Trends – Trends and projections relating to development take these demographic trends into account. Additional planned mixed-use developments are planned leading to a more varied housing stock and

increased densities. Employment growth is expected in Sugar Land from 40,000 to 64,000-80,000 in 2025 as the City establishes itself as a "Regional Business Center of Excellence".

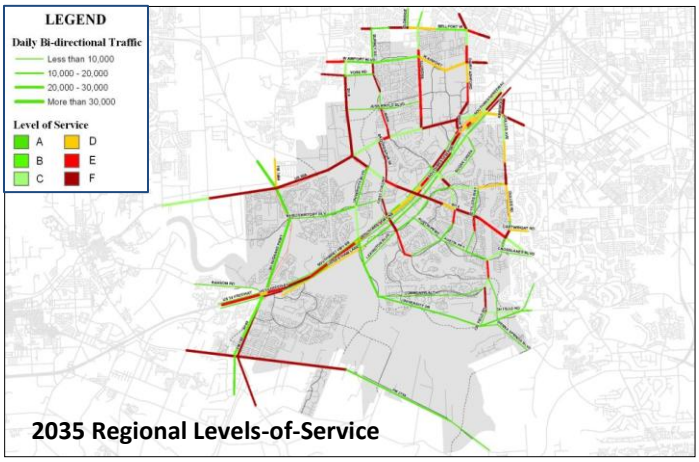
The mobility implications regarding these trends and projections include the need for Sugar Land to decide how the City will meet the demand for the increased intracity trips generated by the additional employment centers and activity centers, as well as increased housing densities. The City will also have to decide how to meet the demand for increased regional trips to and from Sugar Land, as Sugar Land becomes a regional destination.

Roadway Projections

Analyses of H-GAC's 2009 and 2035 regional transportation model indicated that even with the construction of planned transportation improvements by the City, County, TxDOT and other governmental agencies, the delays and congestion experienced by motorists on the local arterial and regional roadways are expected to increase between 2009 and 2035.



2009 Regional Levels-of-Service



2035 Regional Levels-of-Service

Additionally, transportation costs are expected to increase; Sugar Land residents are expected to continue to work in regional employment centers outside of Sugar Land. The success of Sugar Land in becoming a "Regional Business Center of Excellence", as well as the availability of transportation options, will impact future transportation costs.

Identification of Gaps

During the course of the study, numerous gaps were identified between existing/future conditions and the desired mobility system that will result in Superior Mobility. The identified gaps have been organized around the following themes.

- **Breaking Down Mobility Barriers**
- **Managing Long Term Growth**
- **Maximizing Utilization of the Roadway Network**
- **Critical Corridors and Creating Connections**
- **Creating Economic Value**
- **Providing Commuter Mobility**
- **Promoting an Active Lifestyle**

- **Mobility for All**
- **Plan for the Future**

The gaps, which served as the basis for the development of strategies and initiatives for achieving the mobility goals, are discussed in detail in Chapter 3 of the Comprehensive Mobility Plan.

Goals, Strategies and Initiatives

Through the public involvement process and the analyses of existing/future conditions in Sugar Land, gaps between existing/future conditions have been identified that will prevent Sugar Land from achieving the mobility goals. Thirty-one strategies and 74 initiatives were identified in the VG-SIM model to address these gaps so that the mobility goals can deliver against the vision for Superior Mobility. The strategies and initiatives identified for each goal are detailed in Chapter 3 of the Comprehensive Mobility Plan.

Comprehensive Mobility Implementation Plan and Performance Management

A program of recommended projects was identified for implementation of the VG-SIM recommendations. An implementation plan was developed to translate the initiatives into actions through a prioritization approach and identification of potential funding strategies. Ongoing performance management of the plan was identified via performance metrics that will support the assessment of program effectiveness.

Prioritization of Projects

The identified mobility projects were prioritized as follows based on input from the MAC and stakeholders, as well as an assessment of the mobility benefits and ease of implementation:

- Underway – projects already begun that are important to supporting Superior Mobility Goals
- Short-term/catalyst projects - begin implementation 0-2 years
- Medium-range - begin implementation 3-5 years
- Long-Range projects - begin implementation 5+ years
- Ongoing – as needed project that will occur based on the planning and policy decisions made by the City

Funding Strategy

Funding for transportation projects, which is critical to implementation, typically comes from a mix of sources including local dollars, state and federal funding, user fees such as tolls or fares, private developer's fees and public private partnerships (PPPs). Funding sources will also vary by mode (e.g., transit vs. roadway) and are subject to changes in Federal and State funding priorities. The City has been able to maintain a strong financial record (e.g., an excellent bond rating) but currently there is a significant degree of uncertainty in funding on other levels due to economic and political circumstances. The City of Sugar Land will likely need to explore a combination of funding opportunities to successfully achieve its mobility objectives, including the following:

- City of Sugar Land Funding Sources
  - Capital Projects Fund – typical source for funding major mobility projects

  - Dedicated Revenue Stream – the City could consider a dedicated revenue stream to fund mobility projects using developer fees, general funds, local option gas tax, drainage and streets fee, parking fee and other fees related to mobility improvements
  - Component Units – 4A and 4B Corporation and Tax Reinvestment Zones (TIRZ)
- External Funding Sources
  - Fort Bend County Mobility Bonds
  - TxDOT "Pass Through" Toll projects
  - Transportation Improvement Plan (TIP) – Three year plan for funding mobility improvements managed by H-GAC.
- Transit Funding - Fare Revenue, Federal Transit Administration Grants, Private Sector Sources
- Pedestrian and Bicycle Funding - Transportation Enhancement Grants, Safe Routes to School Program, Congestion Mitigation and Air Quality Improvement Program (CMAQ)
- Freight Rail Funding - Rail Rehabilitation & Improvement Fund (RRIF) program

Recommended Project Implementation Approach & Timeline

Based on the approach for project prioritization and the development of the funding strategy, an implementation plan has been developed for the identified mobility projects. For each project the following information has been provided:

- **Mode/Content:** Primary travel mode or major content area (e.g. Land Use or Management)
- **Priority:** Short Term/Catalyst, Medium Term, Long Term
- **Project Name:** Title of the proposed project
- **Project Description:** Detailed description of project objectives and activities
- **Planning Cost Estimates**
  - **Planning & Advocacy** - costs associated with planning advocacy projects. Will range from cost of staff time to the fees for consultants/ contractors to perform the work.
  - **Capital** – The costs incurred on the purchase of land, equipment, design and project construction to implement a mobility projects. Examples would include the construction of streets or bicycle paths or the acquisition of transit vehicles.
  - **Operations** – the cost for ongoing operations for a mobility project including labor costs, maintenance, fuel etc.

Cost estimates represent the total project costs – City of Sugar Land's cost will vary based on inclusion of grants or other funding partners, potentially limiting City cost to 20% or less of total project cost.

- **Goal:** Mobility Goal most affected by this project, with the understanding that many identified projects will have an impact on multiple goals
- **Mobility Factor:** Infrastructure, Place, Planning, Culture, Performance Management

The prioritized projects are shown on the following pages sorted by mode and implementation time frame.

Automobile/Roadway

SUGAR LAND MOBILITY

LEGEND
Factor: Infrastructure | Place | Planning | Culture | Performance Management
Goal: 1 The Mobility Goal most aligned with project objectives

Priority	Project	Description	Cost Estimates*	Goal	Factor
Underway	Thoroughfare Plan	Update of Thoroughfare Plan is underway to ensure multimodal thoroughfare network in City and ETJ; schedule for future Plan updates should be established	Planning: $200,000	1	■
	Wayfinding Signage	Design and installation of distinctive wayfinding signage to guide motorists and establish brand identity.	Capital: $460,000 -$560,000	1	□
	ITS (Intelligent Transportation Systems)	Implement Traffic Responsive Signal System (TRSS) along US 90A, SH 6, First Colony/ Sweetwater and Williams Trace corridors	Capital: $667,000	1	□
Short Term (Year 1)	Safety Program & Access Management Policy	Expand existing access management and safety program to systematically identify high crash locations (auto-auto, auto-ped, ped-bike)	Planning: Staff	2	■
Short Term (Year 2)	ITS (Intelligent Transportation Systems)	Evaluate effectiveness of TRSS; expand TRSS and/or implement Traffic Adaptive Signal System (TASS)	Capital: $1-2 Million	1	□
		Provide real time travel information on major City streets to residents	TBD (Based on technology approach)	1	□
	Safety Program Implementation	Implement recommended improvements from expanded access management and safety programs.	Capital: $100,000 - 400,000/yr	2	□

* Cost represents total project cost – Sugar Land portion will vary based on inclusion of grants or other funding partners (potentially limiting City cost to 20% of total)

Automobile/Roadway CONTINUED

SUGAR LAND MOBILITY

LEGEND
Factor: Infrastructure | Place | Planning | Culture | Performance Management
Goal: 1 The Mobility Goal most aligned with project objectives

Priority	Project	Description	Cost Estimates*	Goal	Factor
Medium Term (Years 3-5)	Citywide Parking Plan Development - Phase 1	Evaluate current parking requirements, creation of Parking District to manage parking supply and demand and also source of funding for mobility improvements	Planning: Staff	7	Planning
Long Term (Years 5+)	Citywide Parking Plan Development - Phase 2	Implement recommendations included in Parking Plan	Capital/Operations: TBD based on Plan Outcome	7	Place
	Railroad Grade Separations	Construct railroad grade separations at key locations, e.g., US 90A at Eldridge Parkway, US 90A at University Boulevard, potential future Industrial Park at FM 2759	Capital: $10,000,000-25,000,000 each	1	Infrastructure
	ITS (Intelligent Transportation Systems)	Establish City Traffic Management Center (TMC) for Fort Bend County Region.	Capital: TBD	1	Infrastructure
Ongoing	Thoroughfare Plan Implementation	Implement Thoroughfare Plan in City and ETJ through construction of new streets by developers and City (through CIP) and widening and reconstruction of existing streets	Capital: Variable	1	Infrastructure

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Pedestrian & Bicycle

SUGAR LAND MOBILITY

LEGEND
Factor: Infrastructure | Place | Planning | Culture | Performance Management
Goal: 1 The Mobility Goal most aligned with project objectives

Priority	Project	Description	Cost Estimates*	Goal	Factor
Underway	Bicycle Arterial Design/ Construction	Design and construct Town Center Pedestrian/ Bicycle Project enabling greater pedestrian and bicycle access to/from and within the Town Center area	$4,900,000	4	☐
Short Term (Year 1)	Multimodal Access Study	Identify locations and improvements to address multimodal access across barriers, i.e., US 59, SH 6, US 90A, Brazos River (Incorporate into Hike & Bike Master Plan)	Planning: Staff	2	■
	Complete Street Policy	Institutionalize inclusion of pedestrian, bicycle and transit needs with construction of new/reconstructed streets	Capital: $75,000	2	■
Short Term (Year 2)	Private Development Ped/Bike Accessibility Improvements	Educate/partner with private property owners in improving on-site ped/bike amenities/ access; ensure ped/bike amenities are included in new development. (Town Center Project is first phase)	Capital: TBD (By Others)	4	☐
	Updated Pedestrian & Bicycle Plan (Schools)	Partner with FBISD, LCISD and private schools to conduct Safe Routes To School (SRTS) Study to develop recommendations for improving and encouraging ped/bike access to schools. Coordinate with school districts on operations and siting to improve mobility.	Capital: $20,000 - $25,000 per school	2	■
	Brooks Street Project	Construct combination on-street bike lane and shared use path from US 90A to SH 6.	Capital: $365,000	4	☐

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Pedestrian & Bicycle CONTINUED

SUGAR LAND MOBILITY

LEGEND
Factor: Infrastructure | Place | Planning | Culture | Performance Management
Goal: 1 The Mobility Goal most aligned with project objectives

Priority	Project	Description	Cost Estimates*	Goal	Factor
Short Term (Year 2) Continued	Bicycle Arterial Design/ Construction	Design and construct Ditch H Trail connecting major current and planned activity centers and other trails (PER complete)	Capital: $6,150,000	4	
Medium Term (Years 3-5)	Updated Pedestrian & Bicycle Plan	Update plan (Revise name from Hike & Bike to Pedestrian and Bicycle Plan); Identify additional ped/bike facilities to serve non-recreational trips and additional origins and destinations, e.g., ballpark, employment centers	Planning: $200,000	4	
		Identify locations for on-street bike facilities to provide connectivity between neighborhoods, trails and destinations	Planning: $100,000	4	
		Develop Programs to Support Bicycle Culture, e.g., establish Bike-To-Work Day, create Bike Route Map, establish City/Resident Bicycle Committee	Capital: Staff	4	
	Bicycle Arterial Design/ Construction	Design and construct First Colony Trails Project	Capital: $4,150,000	4	
	Safe Routes to School (SRTS)	Apply for SRTS funding to implement recommendations in SRTS Study	Capital: Staff	4	
Long Term (Years 5+)	Bicycle Arterial Design/ Construction	Design and construct on-street and additional trails included in City CIP	Capital: TBD based on project	4	

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Transit

SUGAR LAND MOBILITY

LEGEND
Factor: Infrastructure | Place | Planning | Culture | Performance Management
Goal: 1 The Mobility Goal most aligned with project objectives

Priority	Project	Description	Cost Estimates*	Goal	Factor
Short Term (Year 1)	Transit Operations	Develop and implement Park & Ride marketing program in conjunction with Fort Bend County to increase awareness and ridership	Planning: Staff	3	
		Develop and implement program in conjunction with H-GAC, METRO to increase awareness and use of Alternative Commute Strategies (Vanpool/Carpool)	Planning: Staff	5	
	Intracity Circulator - Phase 1 (Implementation)	Refine approach (e.g., public/private partnership) and implement intracity circulator during high peak demand, such as holiday season, special events, ball games	Capital: $100,000 Operations $120,000	3	
	Transit Feasibility and Planning Study	Conduct Park and Ride Study in coordination with Fort Bend County and METRO including evaluation of lot location and employment centers served by lots (e.g., Downtown, TMC) and preferential bus treatment	Planning: $75,000	5	
	Transit Feasibility and Planning Study	Transit Oriented Development (TOD) Study - Phase 1: Assessment and preservation of TOD opportunities for active development projects: US 59 at University and Imperial Development.	Planning: $50,000	5	
	Transit Operations - Planning	Develop approach for direct service to downtown by Fort Bend County Transit	Planning: Staff	5	

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Transit CONTINUED

SUGAR LAND MOBILITY

LEGEND
Factor: Infrastructure | Place | Planning | Culture | Performance Management
Goal: 1 The Mobility Goal most aligned with project objectives

Priority	Project	Description	Cost Estimates*	Goal	Factor
Short Term (Year 2)	Transit Feasibility and Planning Study	Conduct High Capacity Transit (BRT/Rail) Feasibility Study in coordination with Fort Bend County and cities	Planning: $200,000 - 300,000	5	■
	Transit Operations - Implementation	Initiation of direct service to downtown by Fort Bend County Transit	Capital: TBD (By Others)	3	□
Medium Term (Years 3-5)	High Capacity Transit Service	Implement Bus Rapid Transit (BRT) service linking Sugar Land to major destinations (e.g., Downtown, Medical Center)	Capital: $24-33 Million Operations: $0.6 -1.8 Million/year	5	□
		Transit Oriented Development - Phase 2: Implementation of TOD for active development projects (US 59 at University and/or Imperial Development)	Capital: By others may include city incentives	5	■
	Intracity Circulator - Phase 2 (Expansion)	Expand services to additional activity and employment centers and/or service times, i.e., Imperial Development, U of H, Tract 5	Capital: $240,000 Operations: $150,000/year	3	□
	Private Intracity Transit	Engage private transit service providers (jitneys or private for profit companies) in implementing enhanced local transportation options	Capital: By others may include city incentives	3	□
Long Term (Years 5+)	High Capacity Transit Service	Implement High Capacity Rail Service connecting Sugar Land to regional network of destinations	Capital: $240-500 Million Operations: TBD based on approach	5	□

* Cost represents total project cost – Sugar Land portion will vary based on inclusion of grants or other funding partners (potentially limiting City cost to 20% of total)

Land Use

SUGAR LAND MOBILITY

LEGEND
Factor: Infrastructure | Place | Planning | Culture | Performance Management
Goal: 1 The Mobility Goal most aligned with project objectives

Priority	Project	Description	Cost Estimates*	Goal	Factor
Underway	Rail Based Light Industrial Facilities	Study and potential development of current TDCJ's Central Prison Unit site (pending relocation) adjacent to Sugar Land Regional Airport	TBD	6	
Short Term (Year 1)	Support City's Economic Development Plan	Implement initiatives to establish Sugar Land as a "Regional Business Center of Excellence", reducing demand for regional commute trips by residents	Included in Economic Development Plan	6	
	Development Standards Update	Revise current development standards, e.g., site plan review, design standards, TIA guidelines, to include multimodal analysis and mobility initiatives	Planning: $100,000	7	
Medium Term (Years 3-5)	Rail Based Light Industrial Facilities	Develop industrial park with rail access on prison tract west of Airport by relocating existing UPRR Imperial Sugar rail spur	By others though may include City Incentives	6	
Ongoing	Land Use Update for South of the Brazos (ETJ)	Develop and adopt a land use plan for the ETJ that identifies a mix of land uses, provides connections between neighborhoods, encourages short trips and reduces congestion	Planning: Staff	1	

* Cost represents total project cost – Sugar Land portion will vary based on inclusion of grants or other funding partners (potentially limiting City cost to 20% of total)

Freight & Management

SUGAR LAND MOBILITY

LEGEND
Factor: Infrastructure | Place | Planning | Culture | Performance Management
Goal: 1 The Mobility Goal most aligned with project objectives

Freight

Priority	Project	Description	Cost Estimates*	Goal	Factor
Long Term (Years 5+)	Relocation of Through Freight Rail	Implement relocation of through freight rail around Sugar Land; maintain existing access for Sugar Land businesses	TBD	1	☐

Management

Priority	Project	Description	Cost Estimates*	Goal	Factor
Short Term (Year 1)	Transportation Funding Strategy	Develop funding policy guidelines: • When to seek? • Which grants/programs meet City criteria? • What level of time and investment	Staff	8	■
		Implement guidelines by continuously monitoring, identifying , applying and advocating for external funding for transportation projects	Staff	8	■
		Identify and form partnerships with other governmental entities and private entities to advocate for and fund transportation projects	Staff	8	■
	Superior Mobility Performance Management	Develop mobility scorecard to ensure ongoing implementation and reevaluation of mobility projects	Staff	A	■

* Cost represents total project cost – Sugar Land portion will vary based on inclusion of grants or other funding partners (potentially limiting City cost to 20% of total)

Management CONTINUED

SUGAR LAND MOBILITY

LEGEND
Factor: Infrastructure | Place | Planning | Culture | Performance Management
Goal: 1 The Mobility Goal most aligned with project objectives

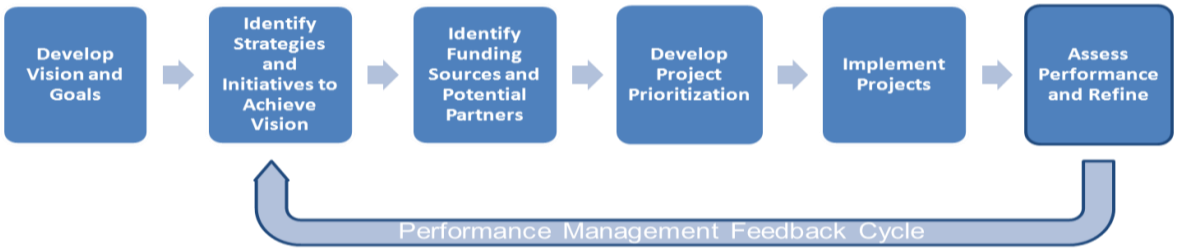
Priority	Project	Description	Cost Estimates*	Goal	Factor
Short Term (Year 2)	Transportation Funding Strategy	Consider establishing a dedicated revenue stream for mobility projects with revenues from special tax/fees, portion of general revenues, overlay districts or other means to finance construction of transportation projects	Staff	A	
Ongoing	Advocacy for Regional Projects	Conversion of HOV/HOT lane from one-way to two-way, I-69 alternative alignment south/east of Sugar Land, UPRR rail relocation and implementation of passenger rail	Staff, City Leadership	5	

* Cost represents total project cost – Sugar Land portion will vary based on inclusion of grants or other funding partners (potentially limiting City cost to 20% of total)

Performance Management and Metrics

As the City of Sugar Land manages its portfolio of mobility projects and makes prioritization decisions regarding project implementation, it will be important to monitor and assess the impacts the projects are having towards achieving the vision of Superior Mobility. A well-defined performance management approach will support the City in decision making and resource allocation to continually improve against the City's eight Mobility Goals. The proposed performance management approach is shown below.

Performance Management Approach



Performance management allows an organization to ingrain a strategic vision into an ongoing approach that supports continuous improvement towards the vision. While creating a vision and goals and the strategies and initiatives to achieve them, there are critical on-going steps to implementing a performance management approach include the following important steps:

Metrics (Defining Success): The measures against which performance can be assessed. Establishing metrics means having a common understanding of an organizations definition of success and how it can be quantified.

Assessing Performance: Assessment of an organization's performance against goals should be built into the organization's planning cycle.

Refining Approach/Feedback Cycle: While a broad set of strategies and initiatives have been defined to achieve Superior Mobility, changes in the environment, technology or politics will influence the goals of the City and tools available to address them over time. Building in a feedback cycle into the long term planning process allows the City to make adjustments and capture opportunities.

Performance Score Card

One tool that will support the City in on-going performance management on Mobility Goals is a performance scorecard. The scorecard provides a consolidated snapshot of performance in critical outcomes. The metrics are aligned with each of the eight mobility goals outlined in the VG-SIM Model with metrics identified for each goal. The proposed Mobility Scorecard is shown in the following table.

Implementation Summary

While the City of Sugar Land's Comprehensive Mobility Plan defines a path forward for the City to achieve its Vision for Superior Mobility, many factors will impact the City's ability to achieve its goals. The major drivers of the pace of project implementation will be funding availability, city capacity to manage and execute projects and the coordination and cooperation of partners for projects that are beyond the limits of control for the City. Successful implementation of the plan will be driven by the City's ability to focus on defining and executing priority projects and on capturing available funding opportunities.

Proposed Implementation Scorecard - City of Sugar Land Mobility

Goal	Metric	Units	Target	Previous Year	Current Year	% Change	Status
Predictable, acceptable **travel times**, **increasing connectivity** in the Sugar Land area	Travel Time on key arterials (e.g., SH 6, Dulles, University)	Hours					
	Corridors Operating Level of Service D or Better	%					
	Citizen Survey - Satisfaction with Traffic Management	% Excellent/ Good					
Well-designed, well-maintained transportation infrastructure that is **safe** for all users	Vehicle Accident Frequency	Count					
	Ped/Bike Accident Frequency	Count					
	Serious Accidents	Count					
	Roadways in Good Condition	%					
	Citizen Survey - Satisfaction with Mobility Safety	% Excellent/ Good					
	Citizen Survey - Satisfaction with Street Maintenance and Repair	% Excellent/ Good					
	Complete Street Projects	Arterial/ Collector Miles					
Transportation choices that meet the needs of **all City residents** now and in the future	Boardings (Demand Response)	Count					
	Boardings (Circulator)	Count					
	Citizen Survey - Satisfaction with Transportation Options/Balance	% Agree/ Strongly Agree					
Transportation choices that promote a **healthy, active lifestyle**	Population with 1/4 mile of a Trail/Path	%					
	Off Road Trail Miles	Miles					
	Trail Utilization (Selected Locations)	Count					
	Bike Racks	Count					
	Sidewalks in Good Condition	%					
	Pedestrian/Bicycle Mode Share (ACS)	%					
	Children walking/biking to school	%					
Integrated **regional transit services** connecting to and from Sugar Land via convenient, efficient trips	Trek Ridership from Sugar Land Park & Rides	Count					
	High Capacity Transit Boardings (BRT or Rail)	Count					
	Cost per Trip	$					
	Vanpool Ridership	Count					
	Mode Share - Commuter	%					
Transportation infrastructure that supports the continued **economic vitality** of the city	Employment Base	Count					
	Sales Tax	$					
Coordinated land use development and mobility planning that supports the preservation of **neighborhood integrity**	Residents within 1/4 mile walk to retail	%					
	Average City Walkscore (Walkscore.com)	#					
	Citizen Survey - Availability of Mixed Use Destinations	% Agree/ Strongly Agree					
	Citizen Survey - Level of Citizen Involvement	% Agree/ Strongly Agree					
Effective partnership with other agencies to address mobility issues	3 Year Average Funding Awarded	$					
	Grant Application Success Rate	%					